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Welcome to HR Horizons!

These are exciting and challenging times for the FAA. As the Assistant Administrator for Human Resource Management, I am thrilled to have a role that can help shape the FAA's future destiny—becoming a world-class organization. Of course, it is the dedicated men and women of this agency who toil everyday to achieve the FAA's mission. Using the FAA Flight Plan as the foundation for our achieving organizational excellence, I am committed to making critical human capital investments that will foster a performance-based, results-oriented environment.

There is work to be done in my own "backyard" too. In my first 6 months at the FAA, I have visited many FAA organizations around the country and have talked with employees, supervisors, and managers on a number of issues. The one common thread in all of those discussions is the need for high-quality human resource management (HRM) services. Through enhancements of current HRM initiatives and implementation of new HRM initiatives and processes, I pledge that we will deliver the quality customer services that you demand—and deserve.

I hope that HR Horizons will provide you with helpful information on a variety of HRM topics.



CMD To Be Managed by FAA Academy



Center for Management Development
Palm Coast, FL

In a recent message to FAA employees, FAA Administrator Marion Blakey announced "In order to manage the FAA's corporate managerial and technical training program more effectively, I have approved a proposal to put the management of the Center for Management Development (CMD) under the direction of the Superintendent of the FAA Academy in Oklahoma City."

The Administrator added, "I want to assure FAA employees working in both locations that CMD and the FAA Academy facilities will remain at their current locations in Palm Coast, Florida, and Oklahoma City; however, these facilities will no longer operate as two independent training centers, but as one coordinated training center on two campuses."

Of the realignment, the Administrator remarked, "It just makes good business sense." The realignment supports the FAA Flight Plan's Organizational Excellence goal to enhance the direction and oversight of the FAA's corporate managerial and employee training and development program. Blakey added, "(the realignment) also will provide significant cost savings by allowing us to optimize the use of our facilities, avoid program redundancy and duplication, and allow greater flexibility in the use of instructors, training facilities and systems, and support contractors."

Operational realignment starts this fall at the beginning of the new fiscal year (FY 2005), followed in FY 2006 with fiscal and budgetary realignments.

Read the Administrator's entire message at <http://voice.faa.gov/voice.nsf/0/6BE7C467B72319D385256E890048AE9B?OpenDocument>.



FAA: Retooling Recruitment Efforts



The Federal Aviation Administration is stepping up its outreach and recruitment efforts to reach potential job candidates—including students, women, minorities, and persons with disabilities. This is due largely to the significant number of baby boomers who are expected to retire over the next several years. In fact, some of the FAA's key occupations may lose up to 40 percent of their workforces. Under the guidance of the FAA's 5-year Corporate Recruitment Plan, issued in June 2002, the agency is working to build a powerful pipeline of top talent to prepare for the exodus of current employees.

The FAA has embarked on a professional branding campaign to strengthen the FAA's image as a reputable

employer in the competitive job market. A variety of recruitment materials featuring the slogan "Destination FAA" are at the heart of the campaign.

The recruitment materials—including folders, flyers, and brochures—are available at AHR offices and online at <http://interweb.faa.gov/ahr/community/community.cfm>. AHR has even developed a recruitment toolkit for managers and supervisors or others having recruitment responsibilities. The toolkit includes information on reliable recruitment sources, savvy interviewing strategies, proven sources for minority outreach efforts, recruitment and relocation flexibilities, related Web sites, and the agency's newest recruitment flyers. Updated career fair exhibits and professionally designed magazine advertisements and Web sites are also in the works. For more information, contact Michèle Moorehead, program manager for corporate recruitment, at (202) 493-4026 or via e-mail at michele.moorehead@faa.gov.

"Destination FAA" Lands at Public Service Recognition Week

Public Service Recognition Week has been celebrated the first Monday through Sunday in May since 1985. It is a time set aside each year to honor the men and women who serve America as Federal, State and local government employees. Throughout the Nation and around the world, public employees use the week to educate citizens about the many ways in which Government serves the people and how Government services make life better for all of us.

The FAA was one of more than 100 Federal Government agencies, including many DOT administrations, nonprofit organizations, and private companies, that provided exhibits for this occasion on the National Mall in Washington, D.C.

The Office of Human Resource Management promoted employment with the FAA as a "destination of choice." To help with marketing and promotion, new displays, recruitment flyers, brochures, and trinkets with the FAA's new slogan, "Destination FAA," were provided to the public.



Photo courtesy of J. Davis/AHR

Michèle Moorehead (l), FAA program manager of corporate recruitment, oversees the FAA booth during Public Service Recognition Week.



Automated Flight Service Stations Undergo A-76 Competition

Anyone working in Government has likely heard of OMB Circular A-76. Revised by the Office of Management and Budget (OMB) on May 29, 2003, the circular requires all executive-level agencies to perform competitive sourcing studies to identify commercial-type activities (those that can be performed by the private sector) and determine if the activities can be provided more cost effectively by the private sector, Government employees, or other agencies through fee-for-service agreements. The FAA chose to study the functions of its automated flight service stations (AFSS). This is one of the largest and most complex competitive sourcing studies ever undertaken in Government and impacts close to 3,000 FAA employees. The FAA's Office of Competitive Sourcing Acquisition (ACA) oversees this highly complex activity.

AFSS functions include giving preflight, in-flight, and emergency assistance to pilots; providing information about weather conditions for specific flights; receiving and forwarding pilots' flight plans; relaying air traffic control instructions; assisting pilots in emergency situations; providing airport advisory services; and initiating searches for missing or overdue aircraft. The A-76 AFSS competition is primarily a contest between private contractors and the Government, also called the Most Efficient Organization (MEO). Essentially, if a private contractor wins, employees will be separated from Federal service unless they obtain other Government positions or retire. The contractors must offer vacancies for which the employees qualify.

A Government (MEO) win may result in a restructuring of the AFSS functions. The MEO could opt to provide AFSS services with fewer positions than the FAA currently has on board; therefore, employees in remaining (or "surplus") positions could undergo a reduction in force.

The Office of Human Resource Management (AHR) and the Air Traffic Organization (ATO) are partnering to provide career transition assistance to all affected employees. Under consideration are retirement options, job placement assistance, and retraining.

The competitive sourcing process also requires AHR to:

- Certify the accuracy of position descriptions.
- Review employees' Official Personnel Folders (OPF) to determine their qualifications for other positions in the FAA.
- Conduct "mock" and formal reductions in force.

Keeping the lines of communication open throughout the competitive sourcing process is key. AHR and the ATO have put vehicles in place to provide affected employees with current and relevant information.

AHR has established an A-76 AFSS Web site containing HR-related frequently asked questions and other information at <http://www.faa.gov/ahr/competitive.cfm>. AFSS employees may also send in questions to the following mailbox address: 9-AWA-AHR-A76/AWA/FAA.

For more information on the competitive sourcing process, go to www.faa.gov/aca.



Leesburg , Virginia AFSS

AHR Makes Transformation to Shared Services Centers

Starting this fall, AHR will transform to a new way of providing services through HR shared services centers (SSC). Simply put, three SSC's located in Atlanta, Oklahoma City, and Los Angeles will process all nonexecutive personnel actions and awards; benefits actions (including retirement); open season changes, and non-Employee Express actions that are currently being processed in nine FAA regions, two centers, and headquarters.

Other operational human resource services; i.e., employee development, staffing, compensation, benefits, employee relations, and labor relations, will continue to be provided in all locations.

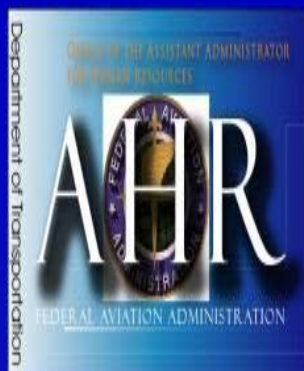
As a part of this transformation, the SSC's will serve as the "keepers" of all nonexecutive Official Personnel Folders (OPF) and will be held accountable for maintaining them. Procedures will be put in place for employees to review their OPF's.

What are the benefits of the transformation? The FAA Flight Plan challenges organizations to control and contain costs while delivering quality customer service. Consolidating certain processes can help the AHR organization run more efficiently by using fewer resources to perform high volume, recurring work. This allows AHR to use more resources on other functions. Each SSC will operate the same--consistently applying HR processes and procedures and making overall improvements to processing personnel actions. All in all, these factors will translate into better service delivery and greater customer satisfaction.

The establishment of the SSC's comes at a particularly challenging time, as the agency is preparing to migrate to the Department of Interior's Federal Personnel and Payroll System. AHR has developed an action plan that coordinates the two activities. FAA employees should not notice the changes--transformation to the SSC's is expected to be transparent. Other HR processes may be transferred to the SSC's in the future.

ATLANTA	OKLAHOMA CITY	LOS ANGELES
21,085	17,634	11,043

Number of employees serviced by SSC's



TOP TEN PRIORITIES AND INITIATIVES

**Foster Human Resources innovations,
now and into the future**

Provide corporate recruitment and outreach services

**Develop and implement comprehensive
Employee Development and Training Programs**

**Ensure an effective Labor Management
Relations Program**

**Develop and implement action plans for
Employee Attitude Survey**

**Effectively manage FAA's Workers
Compensation Program**

Optimize HR Service Delivery

Enhance the FAA Personnel System

Ensure HR Service Excellence

Establish an HR Oversight and Effectiveness Program

New Team Keeps AHR On Track

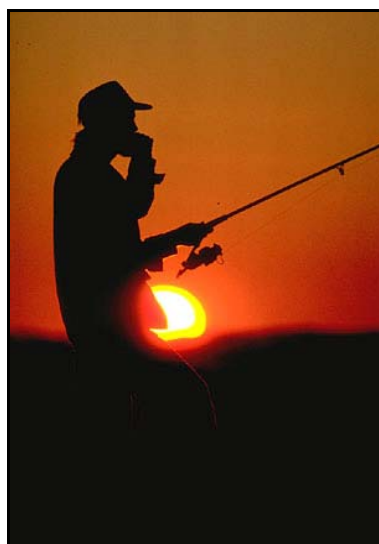
Take a look at the FAA Flight Plan and you can see that change is all around us. The Flight Plan sets forth an ambitious agenda and outlines steps for the FAA to become a world-class organization. It contains expectations that AHR will support the FAA's modernization and transformation efforts by ensuring that the rest of the FAA will be able to meet its mission through a skilled and capable workforce.

The Project Management and Integration Staff (AHR-20) was established in March 2004 to integrate and track AHR's growing number of projects and initiatives resulting from the FAA's modernization and transformation efforts and to manage special projects. For example, AHR is currently accountable for projects and initiatives in the FAA Flight Plan, the AHR Strategic Plan, the AHR Business Plan, and a variety of DOT plans. To ensure that AHR meets its "IOUs," the Project Management and Integration Staff is developing a new automated system to track the progress of AHR's projects and initiatives and is developing a new management review process to continually assess and adjust AHR's performance. Bottom line—the Project Management and Integration Staff will help ensure that AHR focuses on the issues that matter most to AHR customers.

The AHR-20 staff includes manager Jon Snellings, Alvertis Ramsey-Parrish, James A. Davis, and Julie Lynch.



It's Too Early For Early Outs



Don't make plans for that retirement party just yet. The Office of Personnel Management has approved the FAA's request for early outs, but they won't be offered "carte blanche" to all employees. Decisions about early outs will be left up to each line of business. The budget implications, staffing levels, and organizational impacts will factor into these decisions.



Saying “goodbye” to a dearly departed friend and colleague is never easy. Employees at the FAA Mike Monroney Aeronautical Center, including the Human Resource Management Division (AMH), and the entire FAA said their good-byes to Dorothy “Dot” Tharnish on Tuesday, March 30th after her death from cancer. Dot didn’t lose the battle; she simply accepted a new direction with peace and confidence.

Dot started her Federal career in July 1973 and spent over 28 of her 30 years of service at the Aeronautical Center. She worked a total of 19 years in human resource management – performing in almost every aspect of the profession. During the mid-1990’s, Dot helped develop and implement FAA personnel reform. In April 1998, Dot took on the role of Special Assistant to the Program Director for Human Resource Management and ultimately assumed the reigns as Program Director in January 1999. Under her leadership, AMH successfully managed the full range of human resource services for over 3,000 employees spanning over 113 job series. Under Dot’s skillful direction, AMH converted over 1,800 Aeronautical Center employees to core compensation and processed over 175,000 applications for the unprecedented expansion of the Federal Air Marshal Program.

Dot earned a Bachelor of Arts degree in psychology in 1984 from the University of Central Oklahoma. Throughout Dot’s Federal career, she was recognized with numerous awards including 12 Special Act/ Special Service Awards and other performance awards.

Dot led by example and with a wonderful sense of humor. Her HR expertise and organizational skills were sought after on numerous FAA-wide initiatives. Mary Ellen Dix, Deputy Assistant Administrator for Human Resource Management, remarked that when Dot volunteered to take on a project, you knew that it was not only going to be completed, but completed on time and beyond expectations. Bob Abbott, the Professional Airways Systems Specialists national representative for Aviation Systems Standards, recently recalled Dot’s significant contribution to the development of the National Flight Procedures Office during the early 1990’s. As the Aeronautical Center’s Personnel Officer, Dot orchestrated many critical initiatives that directly supported the agency’s Flight Plan. Dot was a quintessential professional who raised the bar on the meaning of “public servant.”

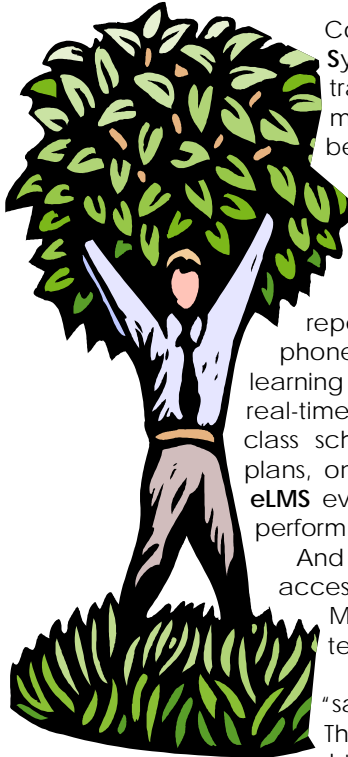
T.S. Eliot writes about death as a journey and that we are not the same people who “left that station” at the beginning of the journey. Life transforms us; it leads us into a different consciousness brought on by the many joys and sorrows we experience in our lives. Working with Dot was a joyful experience for the AMH family. Dot’s personal strength, determination, and true grit gifted us all with a positive, transforming legacy. We will treasure the memories that she left behind and celebrate the joy of having known such a wonderful person.

Dot is survived by her husband, Doug, and two sons, Christopher, 17, and Daniel, 14.



THE TRAINING TROVE →

eLMS—The Learning Tree



Coming soon to a computer screen near you is DOT's new **electronic Learning Management System (eLMS)** which puts state-of-the-art training functions at your fingertips. It replaces the training records and functions of CPMIS/IPPS (the Consolidated Personnel Management Information System and the Integrated Personnel and Payroll System). The data in CPMIS/IPSS will be transferred, or "migrated," to the new Federal Personnel and Payroll System (FPPS).

eLMS is "branching out" DOT-wide in 11 months or so. The FAA will "go live," in phases between October 2004 and January 2005. Other DOT modes will use the system starting in May 2004.

FAA training administrators, unite! Soon, you'll be relieved of repetitive functions like providing "rush" reports and playing telephone tag with students. Instead, you can focus on managing your learning and development programs. And there's more! You'll have real-time access to official training data such as student enrollments, class schedules, training histories, online catalogs, individual training plans, online courses, hundreds of standard reports, and much more. **eLMS** even contains extensive context-sensitive help screens and can perform simple or advanced "on-the-fly" searches on any field.

And FAA employees —**eLMS** works for you, too! You can create individual development plans, access your official training histories, request courses, and enroll in DOT- provided training courses. Managers—you can use the system to assess your organizational training needs and competencies.

To experiment with the **eLMS** screens, reports, and search engines, come play in the **eLMS** "sandbox." Training administrators can click on: <http://gpegov.gpehosting.com/pwa/login.jsp>. The userid and password are "DOT." For viewing the employee site, go to <http://gpegov.gpehosting.com/pws/login.jsp>. The userid is the name of the student you create

in **eLMS**; the password is "student." For more information about **eLMS** and what it can do for you, call Debi Holden at 202-267-3877 or Gene Lane at 202-267-3082. *You can also click on: <http://elms-info.dot.gov>.*



FAA and SkillSoft Partner for eLearning



.... ahead of the learning curve at www.faa-elearn.faa.gov/skillport

The FAA has partnered with SkillSoft to offer a full line of business, information technology, and office automation titles via the Internet. The library of 1,000 courses covers all the content needed for personal, professional, and technical development. SkillSoft courses are easy to use for learning or reference. Need a quick solution to a skills gap? Find a topic by entering a keyword in *Search-and-Learn*, print a *Job Aid* to apply new knowledge, or download a *SkillBrief* to your PDA! Courses can also be downloaded to a laptop to access on the road or from home. Create *My Favorites*, add to *My Plan*; or if the information is too technical (A++), chat online with a *Mentor*. No money for training, you say? Not to worry – that's already taken care of -- access is easy – so go ahead, *click and learn*.

Need help? Call the CBI Helpline at 405-954-4568. Need to see before you try? Watch the video at www.academy.faa.gov - video on demand.

MAGELLANASSIST.COM AN EAP SELF-HELP RESOURCE



The Employee Assistance Program (EAP) offers help in a variety of ways. Employees, family/household members, and recent retirees can obtain services 24/7 by calling 1-800-234-1327 to speak with counselors, or arrange to see counselors in their offices. Also, some agency facilities have onsite EAP counselors. Another service is provided by the EAP contractor's Web site (www.magellanassist.com). This Web site provides valuable health and wellness information, self-help tools, and resources to help with life's challenges as well as opportunities.

From the convenience and privacy of your home or office, you can obtain useful information about a variety of issues including the following:

- Quick info
- Comprehensive behavioral health and wellness library
- Self-assessments
- Personal plans
- Extensive Web-based work/life services
- Information for supervisors and managers
- Find a provider
- Get an EAP referral

Other online features include:

- Learning about anxiety and depression
- Workplace safety & violence issues
- How to prepare for your appointment
- Life events, emergencies, family & child care, grief & loss, and holidays

This Web site is comprehensive and is updated frequently with new information and topics. Why not pay a visit to www.magellanassist.com and obtain the information you may have been looking for? When asked to enter your program's toll-free phone number, use 800-234-1327.

If you have any questions about the EAP, call the toll-free 1-800 number, or contact your regional/center FAA EAP manager or Frank Pirhalla, National EAP Manager, on 202-267-9651.

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and on time.....

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Need help? Call the CBI Helpline (405) 954-4568



SkillSoft
e-Learning for the Knowledge Economy



**DON'T BE LEFT OUT IN THE
COLD.**

GET ON BOARD FOR TRAINING.

SST Offers S.O.S. To FAA Supervisors

If you are an FAA supervisor or manager struggling to stay on top of human resource management (HRM) programs and initiatives, look no further. "Supervisory Skills Training" (SST), an AHR-sponsored course, provides the "basics" in HRM information. Serving as an introduction to or a refresher of the FAA's personnel system, SST helps supervisors and managers, new and experienced, sort through and understand the system's rapidly changing policies and procedures.

This training is presented locally, or "in-house," throughout the FAA regions, centers, and headquarters. You will receive personal, one-on-one instruction from AHR experts. Since the instructors are "real" AHR employees, they provide practical, "real world" scenarios and solutions. You will also network with other supervisors and managers and learn from their experiences.

If flexibility is what you're looking for, stop right here. The SST contains 12 subject matter modules and allows you to choose the course material that best fits your needs.

With your AHR organization, you decide how the training is delivered, too. If a traditional 1-day or 2-day schedule does not work for you, not to worry. The course can be presented in individual modules. Or do you need the training to be spread out over a few days? Not a problem. One HR region even instructs the course in 4 half-days. And if that weren't enough flexibility, SST is now offered through the Aviation Training Network (ATN.)

The following SST modules are available:

1. **Accountability Board.** Learn tools and tips to proactively deal with issues of discrimination, harassment, and reprisal.
2. **Labor Relations.** Understand roles and responsibilities and processes.
3. **Employee Relations.** Increase your knowledge of the FAA's disciplinary and adverse action processes and the differences between conduct and performance issues.
4. **Performance Management.** Identify ways to improve individual performance.
5. **Employee Development.** Learn how to help employees get what they need to succeed.
6. **Interpersonal Skills.** Learn where to find the resources needed to improve leadership and interpersonal skills.
7. **Personnel Staffing.** Increase your knowledge about hiring, promotions, transfers, etc.
8. **Compensation & Classification.** Understand the current complexities of pay & grades/bands, etc., within the FAA.
9. **Leave Administration.** Increase your knowledge concerning how to implement time off fairly and effectively.
10. **Model Work Environment.** Identify ways you can improve your organization's environment.
11. **OWCP.** Learn what to do when employees are injured on the job.
12. **Retirement.** Provide information to employees on this major life transition.

"The personal contact with our customers during this training helps solidify our working relationships with them. We get a chance to become more than just a "voice over the phone," says Nina Adams, Human Resource Division Manager in the Western-Pacific Region.

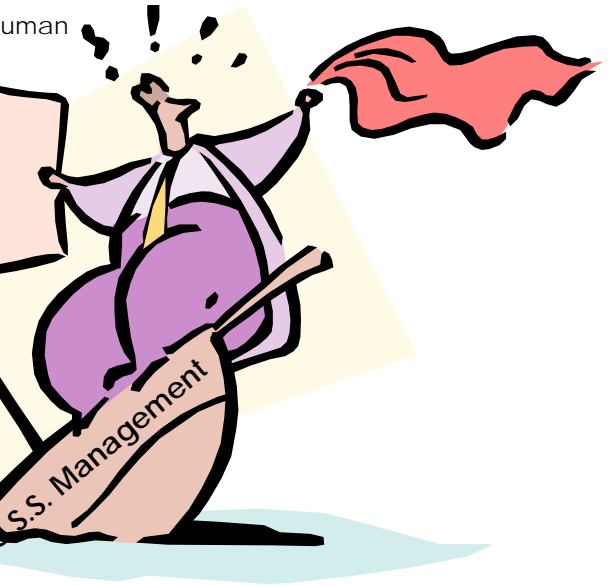


Photo courtesy of
Tim Kubik, HR/AWA

Sheryl Enge, Western Pacific Region, instructs FAA supervisors at an SST session.

Contact your local human resource management division to schedule an SST session. You can access a variety of HR topics on the SST Web site at <http://www.faa.gov/region/aso/hrmd/sst/index.htm>.



Did you know that . . .

- The Accountability Board was created in 1998 in response to Congress' concerns about the agency's handling of sexual harassment allegations. With the Administrator's commitment to hold managers "accountable," standard procedures were put in place to ensure their uniform and effective handling of sexual harassment allegations and related misconduct of a sexual nature.
- The Board expanded its scope in 2000 to include allegations or incidents of verbal, written, graphic, or physical harassment and other misconduct that creates or might reasonably be expected to create an intimidating, hostile, or offensive work environment. Such allegations or incidents are based on race, color, religion, gender, sexual orientation, national origin, age, or disability. Allegations of discrimination involving nonselections, disciplinary actions, promotions, performance management, or other personnel actions are *not* within the Board's scope.
- The Board also reviews allegations of reprisal against employees who report or cooperate in inquiries or investigation about Accountability Board matters. An act of reprisal is wrongfully threatening or taking unfavorable action against or withholding favorable action from employees because of their participation in the Accountability Board process.
- The Accountability Board is made up of the Board Director and the assistant administrators for Human Resource Management, Civil Rights, and Security and Hazardous Materials. Representatives from the Chief Counsel's Office and the DOT's Office of Human Resource Management are also members of the Board. The associate/assistant administrator employing an individual against whom an allegation is made participates in the related Board meetings. The Board meets every Monday at FAA headquarters to review reported allegations.



For more information about the FAA's Accountability Board, click on <http://www.faa.gov/ahr/account/account.cfm> or e-mail the staff at **9-AWA-AHR-Accountability-Board**.

AHR Staffs Find New Database "Suitable"

One important human resource management (HRM) function is determining if job applicants and employees are suitable for employment. For years lacking a centralized database that officially records vital suitability determination information, one is now available to the AHR community. Dubbed "SDB," the database has worked so well for AHR staffs that it is now AHR's sole shared source for recording, tracking, and maintaining suitability data.

Persons found to be unsuitable for employment are generally barred from FAA employment for 1 to 3 years, and in some situations, may be permanently barred from employment. Job applicants who are on a centralized job register maintained in the Aviation Careers Division (AMH) may be permanently removed from competition from a specific register (e.g., aviation safety inspectors).

The policy and procedures for suitability determinations can be found in the Human Resources Policy Manual, Volume 1: Employment, EMP-1.24, Suitability (<http://www.faa.gov/ahr/policy/hrpm/emp/emp-1-24.cfm>), and the FAA Human Resources Handbook for Suitability Determinations/Adjudications.

For more information about SDB, contact Mike Shearer, AAL, at (907) 271-5371; Allyn Hertzbach, AWA, at (202) 267-7455; or Pat Healey, AEA at (718) 553-3146.



BENEFITING YOU



"To Controvert... Or Not To Controvert?" That Is The Question For FAA Supervisors

The Federal Employees Compensation Act (FECA) allows an employee to file a claim for benefits due to an employment-related injury or illness. While most claims are straightforward and legitimate, sometimes, there are questionable cases that need extra attention. Such doubt can be generated by "credible evidence of fraud" or simply the misjudgment of an employee concerning the job-relatedness of his/her condition. Formally disputing a claim is called "controversion." FECA gives a Federal agency the right to controvert an employee's entire claim or certain elements of the claim such as entitlement of continuation of pay (COP). Injured employees entitled to COP keep receiving their regular pay in certain circumstances up to 45 calendar days.

A supervisor can controvert an employee's COP claim based on at least one of the nine reasons listed on the back of the CA-1 claim form (<http://www.dol.gov/esa/regs/compliance/owcp/forms.htm>). When this occurs, the employee is not entitled to COP until the Department of Labor (DOL) settles the claim. Once the employee gives his or her supervisor a form CA-1, the supervisor reviews the facts of the claim; decides, with the assistance of the AHR workers' compensation specialist, if COP controversion is appropriate; and communicates his or her decision to the employee. The employee can use either sick or annual leave to cover his/her absence. If DOL later approves the COP, the employee's time card is converted retroactively to reflect the use of COP, and the leave balance is reinstated.

If the supervisor disputes the claim but *not* for one of the nine reasons cited on Form CA-1, the employee is entitled to COP until DOL settles the claim. At this time, the supervisor compiles specific evidence, spelling out the reasons that the claim is questionable. If the supervisor does not provide convincing evidence disputing the claim, the DOL will accept the employee's statements as factual and will likely approve the claim.

Properly controverted claims can garner significant cost savings to the agency and help prevent unnecessary loss of productivity, so it is crucial to dispute all questionable claims. On the other hand, excessive and unfounded controversions will decrease the overall integrity of the agency and cause truly challengeable claims to be overlooked by DOL. Further, unnecessarily challenging legitimate claims may prevent genuinely injured employees from receiving their entitled benefits in time.

Further information on controverting workers' compensation claims and other matters related to this program can be obtained from your servicing HRMD specialist and from the Supervisors' Manual for Workers' Compensation, which is available at: <http://www.faa.gov/ahr/super/owc/index.cfm>.

No Windfall for CSRS Employees

Attention employees covered under the Civil Service Retirement System (CSRS)--what is the windfall elimination provision, and how does it affect you?



The windfall penalty affects Federal employees who have earned Social Security benefits and Federal pensions (CSRS annuity) based in whole or part on non-Social Security-covered Federal service (CSRS). The windfall elimination provision reduces Social Security benefits for individuals who have less than full careers under Social Security-covered

employment and also receive CSRS annuities.

The Social Security Web site now has an online calculator that allows you to estimate your Social Security benefit if you have a pension from work that is not covered by Social Security. You will need to enter all of your past earnings shown on your Social Security statement. The Social Security Administration automatically sends Social Security statements to workers age 25 and older about 3 months before their birthdays. If you have not received a statement, you can request it online. You will also need to enter the monthly amount of your noncovered pension. The calculator can be accessed online at <http://www.ssa.gov/retire2/wep-chart.htm>.



For more information on all Federal Benefits, log on to the Office of Personnel Management's Web site at

www.opm.gov/Employment_and_Benefits/index.asp

ON THE HORIZON



This Is Your Life Cycle Plan

Federal employees participating in the Thrift Savings Plan (TSP) soon will have a new plan to which they can contribute – the “Life Cycle” plan.

Designed for those who are too busy or disinterested in actively managing their retirement savings, the new plan consists of a mix of existing funds, but with a feature that automatically diversifies and adjusts the funds according to the participant’s “life cycle.” For instance, TSP funds for a younger participant who is further from retirement and can handle greater risk would be invested more aggressively than funds for a middle-aged participant. TSP funds for Federal employees who are close to retirement age would be invested more conservatively. The “Life Cycle” plan will likely be available early next year. Stay tuned.



TSP Gets Thrifty With The Loan Program

Starting July 1, 2004, the Thrift Savings Plan will make three changes to its loan program:

- A \$50 fee will be deducted from the amount of each new loan.
- You no longer can have two general purpose loans at the same time. You can still have one general purpose loan and one residential loan.
- When you pay off one loan, you cannot apply for another loan for 60 days.



For more information about the loan program or other topics, visit the TSP Web site at <http://www.tsp.gov>.



DO YOU KNOW OF IMPORTANT
HR RELATED NEWS OR INFORMATION THAT YOU THINK SHOULD
BE PUBLISHED IN A FUTURE ISSUE OF
HR HORIZONS?

FEEL FREE TO CONTACT US VIA E-MAIL ANYTIME TO SUBMIT
NEWS, ARTICLES, OR OTHER INFORMATION THAT MAY BE
SUITABLE FOR INCLUSION IN THIS PUBLICATION.

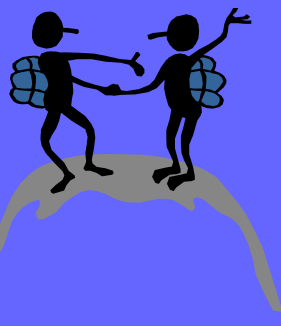
WE ALSO INVITE YOUR QUESTIONS, COMMENTS AND SUGGESTIONS.

9-AWA-AHR-HR-HORIZONS@faa.gov

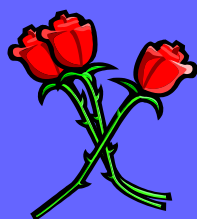
COMINGS AND GOINGS

Welcome to the recent AHR additions: **Lindsey Mackay**, AWA, **Joe Clark**, AWA, **Alvertis Ramsey-Parrish**, AWA, **James A. Davis**, AWA, **Cynthia Vaughan**, AWA, **George Williams**, AWA, **Leigh Scott**, ANM, **Ben Poulson**, ANM, **Micki Griffin**, AMH, **Shelly Mlakar**, AGL, **Brooke Belcher**, AGL, **Mel Scott**, ACE, **Bruce Cook**, ASW, **Barvi Crane**, ASW, and **Peter Baker**, AAL.

Best Wishes to **Charlotte Sorrentino**, AWA, **Jacqueline Pino**, AWA, **Frank Enos**, ANM, **Joan Jordan**, ASO, **Delores Glover**, AGL, **Linda Rodriguez**, ASW, and **Joan McCarthy**, ASW.



The AHR family pays tribute to **Saralee Teitel**, AEA, who passed away in November 2003, and **Dot Tharnish**, AMH, who passed away in March 2004.



HR HORIZONS

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QUOTE OF THE MONTH



**"Pleasure in the job
puts perfection in the
work." --**

- Aristotle

Submitted by
Roberta Sappington, Ph.D., CMD

Submit a "quote" for future issues via
e-mail to

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